

01/18 '02 15:48 NO.529 01/01

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January 18, 2002

Renata Hesse
Trial Attorney
Antitrust Division
Department of Justice
601 D Street NW, Suite 1200
Washington, DC 20530

Dear Ms. Hesse:

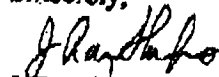
As a business leader who has served as Chairman of the American Furniture Manufacturers Association, I am encouraged that federal government's antitrust lawsuit against Microsoft is close to ending. Virtually all of the executives in business and industry that I am in contact with want to see the case settled.

Our society has become more litigious than ever. Litigation costs business money... and can cost employees their jobs. That's why I believe that we ought to move beyond this case. There are so many societal problems for us to contend with, no the least of which is our current economic recession. We need to focus on growth, and we need the government to be a true partner in that effort.

The company that I own uses Microsoft products every day. I find them to be useful in making my business more efficient. Entrepreneurial life is much different from the legal profession. If I am not constantly looking for new niches in which to make a profit, my business will lag. Microsoft products have made my business more productive, and I think it's time to settle this lawsuit so that Microsoft can focus all its resources on creating new products to benefit businesses like mine.

Microsoft and the federal government are in agreement on the settlement. I strongly urge Judge Kollar-Kotelly to quickly approve the settlement. Let's get the economy moving again.

Sincerely,


J. Ray Shufelt
CEO

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